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ABSTRACT

Based on the evidence that early intervention and support can reduce family breakdown, strengthen children's school readiness, and benefit society in the long term, the Sure Start program in England is designed to offer support enabling parents to strengthen their relationship with their children and to access more fully local community services. This document describes the Sure Start program and details the application and implementation procedures for local programs. Section 1 of the document outlines steps for becoming a trailblazer Sure Start program, one that tests new ways of working in a range of settings. Section 2 delineates the key principles for Sure Start programs and describes the core services to be provided, outreach and home visiting, family support, support for good-quality play, learning, and child care experiences; primary and community health care and advice; and support for people with special needs. Section 3 describes how local programs will be funded. Section 4 describes program implementation, including links with other initiatives, management arrangements, training, delivery plans, local needs assessment, evaluation, and contingency planning. Section 5 details the monitoring and evaluation procedures. Section 6 describes the application procedure and provides a timetable. Four appendices delineate the criteria used to identify the first 60 districts invited to participate in the first trailblazer wave, identify possible members of partnerships, describe other linked initiatives, and list government contacts. (KB)

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A guide for trailblazers

Start

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Foreword

Sure Start is a clear demonstration of the Government's commitment to tackling complex issues in radical, innovative ways. Young children and their families are our future. Meeting their needs is in all our interests.

All the evidence shows that early intervention and support can help to reduce family breakdown; strengthen children's readiness for school; and benefit society in the longer term by preventing social exclusion, regenerating communities and reducing crime. Inside the home, we want to offer support to enable parents to strengthen the bond with their children; outside it, we want to help families make the most of the local services on offer.

Our vision is an ambitious one. By the end of the Parliament, we aim to have more than 250 high-quality Sure Start programmes established in areas of deprivation throughout the country. They will improve opportunities for all families with young children in the area.

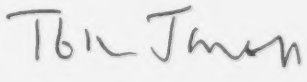
Providers of services and support will work together in new ways that cut across old professional and agency boundaries and focus more successfully on family and community needs. Particular services, help and advice will often be brought together in a single place. Referral to other specialised services will be streamlined. In some cases, additional services will address unmet need. Sure Start will work with parents to help them nurture their children and stimulate their physical, social and intellectual development. In Whitehall and at regional level, cultural change and better co-ordination will underpin local efforts.

The key principles underpinning Sure Start and the significant resources available to implement it have been widely welcomed. We are committed to basing what we do on evidence of what works, learning from those who have to deliver effectively day-by-day. There is much enthusiasm, creative thinking and good practice already. We want to make the most of this and build on it. The trailblazer approach we have adopted means that we can work with a very wide range of partners and areas to make a difference quickly but also learn how we can make the benefits of Sure Start last. The announcement of the first 60 trailblazer districts is a major step forward. Many more Sure Start programmes will follow in the months and years ahead.

We look forward to working with as many people as possible to achieve Sure Start's objectives – timely help for young children and their families to thrive and succeed.

David Blunkett

Secretary of State for Education and Employment



Tessa Jowell

Minister of State for Public Health

Section

How to become a trailblazer

What are trailblazers?

1.1 We want the first round of local Sure Start programmes to blaze a trail for the strategy. They will test new ways of working in a range of settings. And they will have a key role in helping later Sure Start programmes.

1.2 The process of becoming a trailblazer programme will not require competition against other applicants and areas. The Government intends to approve as many trailblazer applications as fulfil the standards and can be afforded. Trailblazer programmes will start to go live from April 1999 but we will be flexible about individual start dates. That is because we want to allow programmes to be well-prepared – with the right people and systems – before they start delivering services. Some programmes will be ready more quickly than others. Many will be able to go live a few weeks after their applications have been approved; others will need more time to develop their delivery plans.

Where will the trailblazers be?

1.3 60 districts are being invited to take part in the first round of Sure Start. These are listed in the companion booklet to this one, *Sure Start: Making a difference for children and families*. They have been chosen using a balance of factors, set out in Annex A. Many more areas will be able to apply in later rounds.

What to do if you are in a trailblazer district and are interested

1.4 We want applications that show they have support from right across their communities. So the first step will normally be for stakeholders in the district to meet. Early Years Development and Childcare Partnerships and those responsible for the Health Improvement and Children's Services Plans must be involved. Others will vary from area to area but should normally cover a wide range of interests, especially parents and the community. There is an indicative list in Annex B. Members of Parliament may also wish to be involved.

1.5 Each group will wish to organise this meeting to suit its own circumstances. But we advise that early on all groups should:

- define the geographical catchment area for Sure Start in their districts. Each Sure Start programme will serve all the families with children under four in that area.

Typically, these will be small (perhaps one to two miles in radius in urban areas), so people can walk to the services, though rural areas will tend to be larger. The area must make sense to the local community. The services must be easy to reach for all families, so the area must take account of local transport. Some communities may cross over the boundary of a district not on the list of 60 trailblazers. We would welcome applications for these as long as most people live in the district in the list of 60 and the local authorities for both districts work together in the partnership. In the longer term, we will be looking at ways in which Sure Start can address particular types of need that are not geographically concentrated. This could include, for example, children with special needs or children whose parents are in prison. This is not an immediate issue for trailblazer programmes but we would like to see them beginning to address it, perhaps by forming regional networks on particular issues.

- determine existing provision and gaps in it (building on the knowledge of the Early Years Development and Childcare Partnership, the Childcare Audit, the Health Improvement Programme and the Children's Services Plan)
- agree on a lead partner, who will be the main point of contact for the Sure Start Unit.

1.6 We will accept only one application for one area from each trailblazer district in this round. In some districts, Early Years Development and Childcare Partnerships may have a role in helping to identify the area. Once the catchment area has been identified, meetings and other management arrangements should be firmly based in the community in that area. It will be important to involve parents and local groups.

1.7 Government Offices for the Regions and Regional Offices of the NHS Executive will be happy to arrange and facilitate these meetings, involving Social Care regions where possible (see Annex D for contacts) and to give interested partners more information about the programme.

1.8 The regional contacts will also co-ordinate expert help from a panel of advisers appointed by the Sure Start Unit. These advisers will help areas develop applications and delivery plans. They will be able to advise on issues such as outreach or developing an effective partnership.

1.9 One of the key roles of trailblazers will be to pass on the lessons they learn by acting as 'mentors' to later programmes. So, as part of the application process, we are asking each trailblazer programme to agree to do this for subsequent projects. We are asking trailblazers to identify how they could do this.

1.10 Another key role will be to pilot the new Sure Start accounting and performance management system (see Section 3) and to help the Sure Start Unit develop measures of the impact of Sure Start (see Section 5).

Example

Your district is chosen for a Sure Start trailblazer programme. You work in a local health authority and represent it at a local Sure Start meeting for the district arranged jointly by the Government Office, the Regional Office of the [illegible] and a consortium of local voluntary and community sector groups.

The meeting identifies a particular estate that suffers from serious problems in services for children and families. There is a well established voluntary organisation already running a good project in the area with some informal drop-in parent groups. At present, most of its funding comes from the local authority and it delivers mainly childcare and early education. It also has its own, well-developed accounting system.

The meeting decides the existing voluntary organisation project will be the lead partner. The main priorities are to widen the scope of activities to include healthcare, family support and outreach and childminder networks. A partnership is formed including the voluntary organisation, the local authority, the residents' association, the local health authority and other service providers to set up the new Sure Start programme. Other relevant organisations form an advisory panel.

Working with advisers provided free, the partnership prepares an application. This includes a commitment to train someone who will act as an adviser to help applications from other areas in the next wave.

The application is successful and work begins to develop the delivery plan and transform the existing services into the Sure Start programme.

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Section

What local programmes will deliver

Key principles

2.1 All programmes must deliver the following key principles:

- **co-ordinate, streamline and add value to existing services in the local area, including signposting to specialised services**

  we want local services integrated more successfully, providing support in the way the family finds most convenient and helpful. Sure Start programmes will act as a catalyst to improve overall effectiveness, identify gaps and provide additional services

- **involve parents**

  parents – mothers and fathers – and grandparents and other carers are the single most important influence on children's early lives. Supporting their role is crucial. Sure Start programmes must involve parents and other carers by engaging them in developing services; encouraging positive involvement and enjoyment in their children's development; and providing appropriate support which recognises and builds on families' existing strengths

- **avoid stigma**

  services must encourage take-up and involvement by all local families and provide support to disadvantaged children in a mainstream setting

- **ensure lasting support**

  support must last long enough to make a real difference. So Sure Start services must link effectively with services for older children, ensuring continuity and providing follow-up support for children aged four and over. Effective links with key partners such as Early Years Development and Childcare Partnerships, Primary Care Groups and voluntary sector providers are vital

- **be culturally appropriate and sensitive to particular families' needs**

  this is particularly important for families from ethnic minorities (or minority cultures), for families with special needs and for the most vulnerable families

- **be designed to achieve specific objectives which relate to Sure Start's overall objectives**

  the performance of the service should be monitored locally against these objectives and will need to feed in to the overall evaluation of Sure Start

- **promote accessibility for *all* local families**

  Sure Start services must help local families receive the most appropriate package of services no matter which agency they approach (or approaches them) first. For example, 'one-stop shops' could provide some services and help families access others, acting as an advocate for the family with other agencies. Families with special needs may find this approach particularly helpful. Sure Start programmes should work to provide Sure Start services at times and in places which meet local needs.

Core services

2.2 We want all families living in Sure Start catchment areas to have access to a co-ordinated set of services designed to meet their needs. This should include:

- outreach and home visiting (see paragraphs 2.5 to 2.12 for more details)
- support to families and parents (see paragraphs 2.13 to 2.17)
- support for good-quality play, learning and childcare experiences for children (see paragraphs 2.18 to 2.24)
- primary and community healthcare and advice about child health and development and family health (see paragraphs 2.25 to 2.28)
- support for people with special needs, including help getting access to specialised services (see paragraphs 2.29 to 2.33).

Extra services may also be provided to meet local needs (see paragraph 2.34 for more details).

2.3 To plan these services, Sure Start applicants should:

- map out existing services
- assess the need for further provision, taking account of local needs (including parents' views) and the need to provide core services
- plan how the services will be delivered effectively and at times and in places convenient to local families. This will need to be co-ordinated closely with Early Years Development and Childcare Partnerships and all local providers of services to families and young children.

2.4 Existing providers must be involved in the programme to make sure services are properly co-ordinated. They should make an explicit and measurable contribution to the local programme. As a minimum, this will mean providing the same services as before but in a more integrated way.

Outreach and home visiting

Contact before the birth

2.5 Programmes will need to make arrangements with providers of antenatal services, for example, GPs, midwives, hospital staff and voluntary providers, to make sure parents-to-be receive introductory information about the programme and the services available. Local programmes may also encourage better take-up of antenatal care. Front-line staff will need to understand the aims of Sure Start, their role in it and the geographical boundaries of the local programme.

Home contact

2.6 All parents with a new baby should be visited and offered support within three months of the birth (and preferably within six weeks) by a trained member of the Sure Start team. This might be an extension of existing health visitor services or a complementary visit by a health visitor or other trained person. The visit is:

- to make parents aware of the full range of services available
- to begin a discussion about parents' needs and the services they may want and enjoy
- to form a friendly, positive relationship with parents, making it clear Sure Start is for everybody.

2.7 Circumstances in families can change very quickly. The second round of Sure Start visits, when children are aged between 18 and 24 months, will give parents a chance to consider what more Sure Start has to offer. Programmes will also need arrangements for identifying and contacting other families of children under four in the area, including families who move into the area after their child's birth.

2.8 Applications should indicate what staffing arrangements are proposed for visiting families. In some areas, this may be a natural extension of health visiting. In other areas, it could be done by trained volunteers. All visitors, whatever their background, will have to complete the Sure Start induction programme (described in Section 4). For parents who don't want visits in their homes, the same help may be given in, for example, a GP's surgery or waiting room.

2.9 Programmes will need arrangements with local health services and others who can help keep a register of families in the Sure Start area. Those arrangements will need to satisfy the law on confidentiality of information and data protection.

2.10 All visits are voluntary for families. Visitors cannot visit parents in their homes without permission. They should ask for this when they arrange the visit and fix a time. Wherever possible, visitors should meet fathers as well as mothers.

Targeted outreach work

2.11 Many families already benefit from home visits. But some may previously have had bad experiences with existing services or lack confidence in approaching them. So programmes should bolster their home visiting arrangements with a programme of targeted outreach work. This could be based around family centres or the befriending and family support services described below. All outreach workers must have appropriate training.

Example

Outreach, befriending and social support

Introducing Sure Start

GPs, midwives and hospital staff give parents-to-be [illegible] about Sure Start. This includes an invitation to the next informal introductory session. These are held monthly in a local cafe and are run jointly by the midwives and a National Childbirth Trust worker. A record is kept of who attends and the midwives make sure that any who don't are given further encouragement to get involved at their next antenatal appointment.

Parents hear about what Sure Start can provide for them. In some cases, arrangements can be made for parents to get access to services immediately, such as financial advice for a working mother-to-be who is worried about where the money will come from while she isn't working.

Outreach services

Sure Start visitors come from a range of backgrounds, including professionals such as health visitors and nursery nurses who work for Sure Start part-time, as well as some parents from the local community. All have had common induction and training.

Permission to visit is established as far as possible through the antenatal introductory sessions or by telephone. A single visitor is assigned to each family, taking into account ethnic origin and cultural background.

At the first Sure Start visit, the needs and wishes of the family and services available are discussed. The family begins a tailored package of services which could include joining a support group for new parents, making use of the crèche facilities and access to housing advice. In some cases, regular home visits may be appropriate.

The needs and wishes of the family can be reviewed at any time as the Sure Start programme runs drop-in sessions several times a week. A formal review takes place at the time of the second visit, when the child is between 18 and 24 months.

Resourceful friends and social support

Befriending and social support is begun through the outreach work described above and continued through group activities such as playgroups, parent support groups and a 'bumps and babies club' for parents-to-be and new parents. By arrangement with the local leisure centre a Sure Start swimming club is held every Sunday morning.

A special service has been developed for teenage parents in the area. They have their own support group and the Sure Start programme works with the local further education college to encourage them to continue their education.

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2.12 Services, especially home visiting and outreach, will need to be carefully co-ordinated to avoid 'crowding out' families with lots of different visitors. There is a better chance of building a friendly and trusting relationship with parents if families have one lead outreach visitor.

Support to families and parents

2.13 To promote affectionate, nurturing relationships in families, Sure Start programmes must build on existing family support services to help support parents – mothers and fathers – and grandparents and other carers and children. They should work with families as 'resourceful friends', recognising and developing families' existing strengths.

Befriending and social support

2.14 'Resourceful friends' should offer practical help, friendship and reassurance to parents and help build networks of mutual support. This may provide a gateway for parents to other services, including learning or training opportunities and more specialised family support.

2.15 Some social support services may be based at a centre, through, for example, drop-in sessions, parent and toddler groups, leisure activities (such as a swimming club), baby clinics and playgroups. Home visiting services will be an important way of reaching parents who won't or can't come to the centre, who are under great stress or need support in the home.

Parenting information and support

2.16 Giving parents information about child development, advice on parenting and support in building bonds of attachment can support social and emotional development and help to avoid behavioural problems. It can help parents feel more confident, achieve a better understanding of their child's needs and respond to them more effectively.

2.17 Many existing parenting support groups are facilitated by health visitors and other professionals or by experienced parents who have had training. All groups should adopt an enabling approach that is non-judgemental and builds on parents' existing strengths.

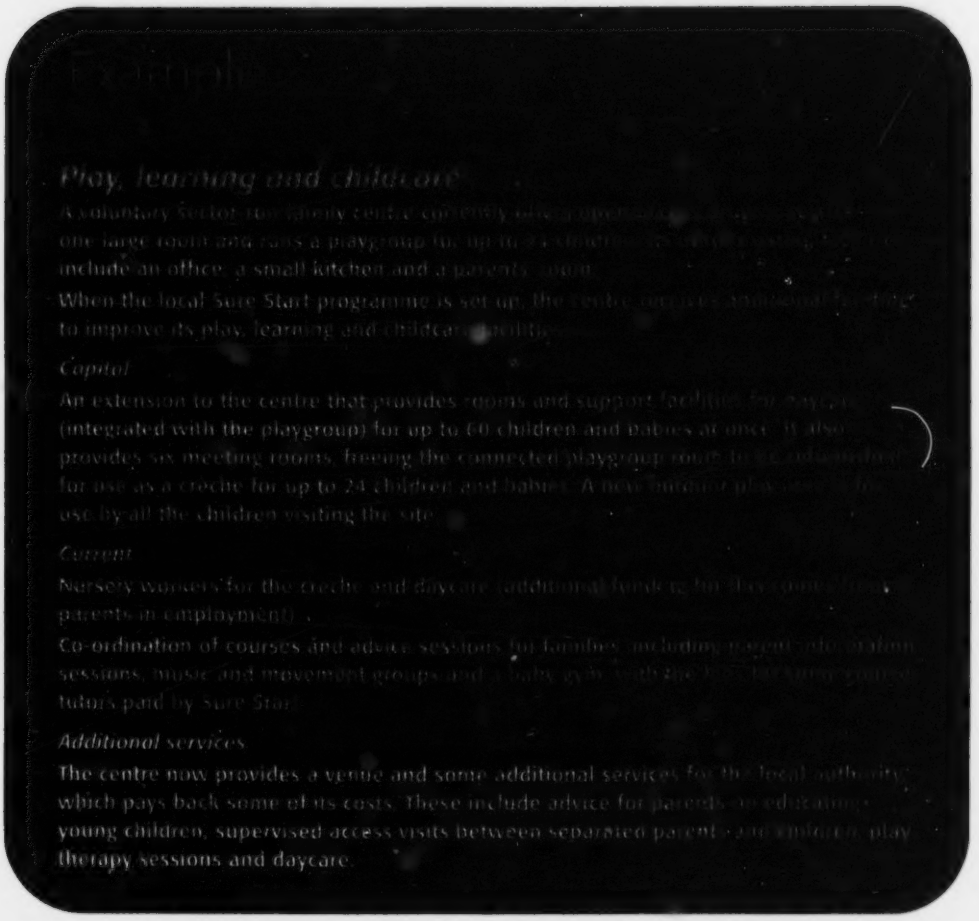
Services to support good-quality play, learning and childcare experiences

2.18 Parents are their child's first educators. Sure Start programmes will help parents develop positive attitudes to learning in their children. Programmes must recognise the crucial role parents play in their child's development and support it.

2.19 Each programme will have to show how its services will provide the right sorts of developmental experiences for children. Most of these will be built around parents' contributions to their own children's development: for example, through a 'books for babies' scheme or 'communicating with your baby' classes. These services will need to build on existing good practice. They could be provided at a centre, through outreach or both.

2.20 Other services are known to be effective and so should be included in every programme:

- an **open-access drop-in centre** for families, where they can make contact with other families and use high-quality play resources. These will also provide a gateway to other Sure Start services



- a part-time place in a **private, statutory or voluntary setting for every three-year-old whose parents would like one.** Sure Start programmes will need to work closely on this with the local Early Years Development and Childcare Partnership.

2.21 To improve children's play and learning experiences, programmes may also include other services such as toy libraries, holiday play clubs, outside playground facilities, a playbus, parent and child music groups. These will vary from programme to programme, depending upon what is already provided and what parents want.

Childcare

2.22 Every programme will need either to provide care for children or ensure access to it. This will enable parents to make the most of Sure Start and take part in other fulfilling activities, including work and training. This is in line with the Goverment's childcare strategy. All the care will need to be of a very high quality and meet the requirements of the Children Act.

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2.23 Programmes should build on the childcare audit done by the local Early Years Development and Childcare Partnership to work out how much childcare or crèche care will be needed to cover the extra Sure Start services.

2.24 Sure Start programmes may need to fund, as well as provide, childcare for many parents: for example, free crèche care to parents who come to family support or literacy courses. Programmes will charge for some childcare, building on Childcare Tax Credit within the Working Families Tax Credit for families in employment. Social services departments or employers may want to fund some extra places.

Primary and community health and social care

2.25 Building on existing provision, Sure Start programmes will enable better access to help and advice about children's and parents' health.

2.26 Sure Start will allow health visitors, midwives, GPs and other health professionals to extend and improve what they already do. Sure Start funding can be used to buy in extra resources, depending on local needs. This could be in the form of more professional time, such as an additional health visitor, or more support for professionals so they can devote more time to Sure Start.

Access to help and advice about child health and development

2.27 Through Sure Start, GPs and other primary and community healthcare workers may build on current child health surveillance services and give parents better information about their children's development.

Access to family health advice

2.28 Sure Start programmes will need to consider how best to address the health needs of the parents. This is likely to have two features:

- health needs directly related to the arrival of a new baby: for example, recovery from birth, breastfeeding, coping with broken sleep or post-natal depression
- other health needs, for example, mental health problems, diet and nutrition advice (including support for mothers experiencing some form of eating disorder), alcohol or drug abuse.

We would welcome innovative proposals from programmes on how best to meet these needs.

Help to get access to specialised services

2.29 Sometimes, families will need extra support to get access to specialised help. This may be from the NHS, social services, education services or, for example, a charity which helps people with a particular disability. These services do not have to form part of the 'core services'. But close links will be needed, so Sure Start programmes can give good advice to families.

Tailored support

2.30 Where a child or parent has special needs which are being addressed by the appropriate agency, the Sure Start programme may provide extra support. For instance, if a child has a life-threatening illness, the NHS will be providing the necessary medical treatment. But the

family may need extra support, including practical help such as transport to appointments and emotional support through additional home visits.

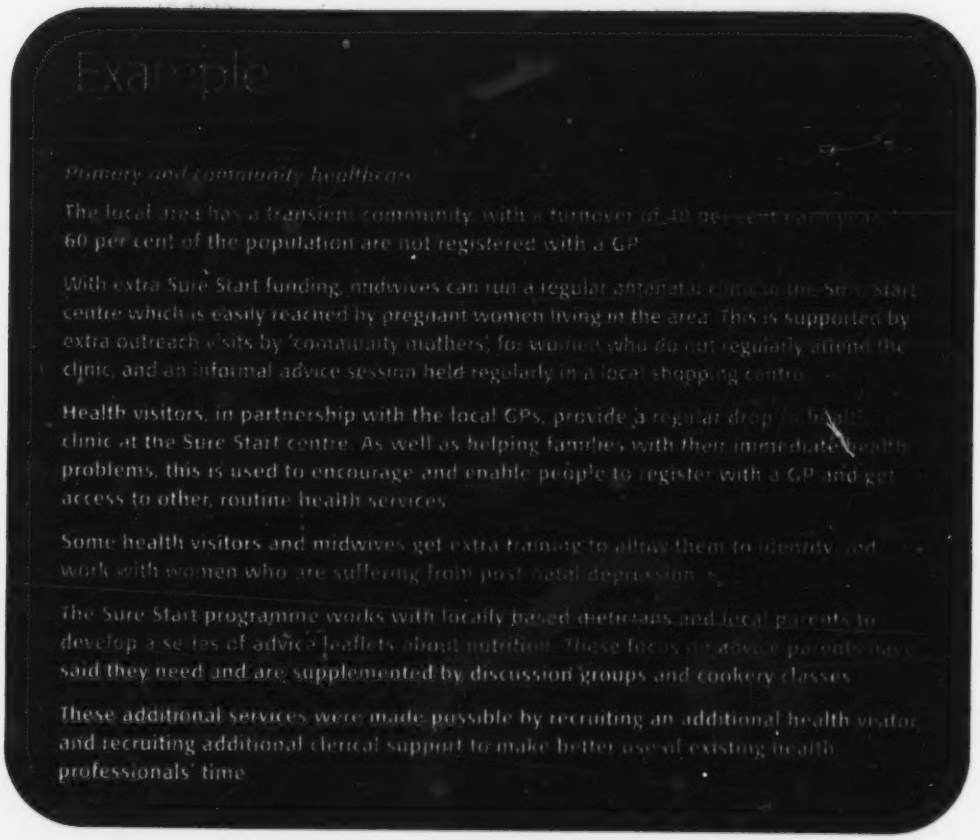
Advocacy

2.31 Programmes should be able to provide advocates for families, particularly those who may find it hard to approach services. Advocates will have to have a good understanding of the range of services in the area or be able to get the information. They may sometimes go to appointments with families to give moral support and help them get the most out of them. This will need to be balanced by an awareness of situations where specialised advocacy services should be used: for example, where legal knowledge or knowledge of a specific disability is essential.

Bridging the gap between universal and specialised services

2.32 Sure Start gives a chance to help children and families before a minor difficulty becomes a serious problem. Programmes will need to consider how this can be done. Some examples are:

- local specialised services helping workers give some initial good advice in specialised areas. For example, speech and language therapists may be able to train Sure Start workers to give parents advice. Similarly, health visitors and midwives could be given extra training and support in identifying post-natal depression and support mothers with mental health problems


Example
Primary and community healthcare
The local area has a transient community with a turnover of 40 per cent each year. 60 per cent of the population are not registered with a GP.
With extra Sure Start funding, midwives can run a regular antenatal clinic in the Sure Start centre which is easily reached by pregnant women living in the area. This is supported by extra outreach visits by 'community mothers' for women who do not regularly attend the clinic, and an informal advice session held regularly in a local shopping centre.
Health visitors, in partnership with the local GPs, provide a regular drop-in health clinic at the Sure Start centre. As well as helping families with their immediate health problems, this is used to encourage and enable people to register with a GP and get access to other, routine health services.
Some health visitors and midwives get extra training to allow them to identify and work with women who are suffering from post-natal depression.
The Sure Start programme works with locally based dieticians and local parents to develop a series of advice leaflets about nutrition. These focus on advice parents have said they need and are supplemented by discussion groups and cookery classes.
These additional services were made possible by recruiting an additional health visitor and recruiting additional clerical support to make better use of existing health professionals' time.

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- Sure Start programmes buying in more sessions, tailored to meet local needs: for example, a local family support service, run by a multidisciplinary team
- working with a voluntary sector agency to develop tailored family support services, sensitive to local needs.

Special needs

2.33 Sure Start will need to work with families in ways that complement statutory services, while respecting boundaries of responsibility. Local programmes will need to work out the circumstances that will lead to a family being put in touch with specialised services. Programmes cannot assume families will get priority just because they are in a Sure Start area: the statutory services have to base their assessment on needs. But Sure Start programmes may develop extra capacity to meet even specialised needs in time. When a child or family has been put in touch with another organisation or agency, Sure Start should continue to offer support.

Additional services

2.34 Programmes may want to provide additional services to meet local needs. Some possibilities are:

- **money advice and related services**

  Money problems can put parents under severe stress and in hardship. This can harm relationships with their children. So financial advice, including advice on benefits, borrowing and debt, can be important.

- **housing advice and related services**

  Poor accommodation and high population turnover can put children at risk of long-term social exclusion. Housing services can give family support and help community development. This is often best done as part of a 'joined-up' regeneration initiative, such as the Government's New Deal for Communities, including easy access to advice about housing.

- **other practical support**

  Practical support, as varied as washing machines in a family centre, community cafés providing a hot mid-day meal or a 'shoppers' crèche' can help families.

- **local businesses**

  Local businesses may want to associate themselves with the local Sure Start programme and give help. This should be encouraged.

- **follow-on support for older children**

  Support for children and families needs to last long enough to make a difference. Each Sure Start programme will need to make sure services for children under four link smoothly into services for older children. Programmes may provide follow-up support.

Section

How local programmes will be funded

Principles

3.1 We have set a target of having at least 250 programmes up and running by the end of Parliament. The Government will give financial help to Sure Start programmes:

- directly – by making grants to local programmes to support capital projects and recurring expenditure
- indirectly – by making training and expert advice available.

How much money is there?

3.2 The Government has made available £452 million for Sure Start in England over the next three years, broken down as follows:

£ million	1999-2000	2000-01	2001-02
Capital	52	76	59
Revenue	31	109	125
Total	83	184	184

(Please note: figures do not add up exactly due to rounding.)

Programmes should apply for the money to deliver Sure Start effectively and efficiently in their area. This will vary according to the size of the programme, level of existing provision, proposed new services and facilities and changes to these. We expect support to vary between around £100,000 and £1 million a year.

3.3 Applications should distinguish between recurrent and capital expenditure and make creative proposals on the latter.

How long will programmes last?

3.4 Sure Start, like the New Deal for Communities, is intended to bring about lasting improvements in capacity in local communities. Such programmes must be planned over longer timescales than the Government's normal three year expenditure planning period: some regeneration programmes last up to ten years, for example. Sure Start grants will be

made annually, but approval in principle may be given for expenditure up to and beyond 2001-02, as necessary, subject to the continuing availability of resources and depending on the circumstances of the case and to their continuing to meet criteria for approval.

3.5 The way policies are funded can have a big effect on their character. We want the funding system for Sure Start:

- to ensure regularity, propriety and value for money. Because each local Sure Start programme will receive a considerable amount of public money, it will need an accounting system that can track all Sure Start money to its final outputs and an accountable body which takes responsibility for the money
- not to be unduly bureaucratic and be easy for local groups to deal with. We want Sure Start to be a genuinely new way of doing business. We want the funding system to empower local people to meet local needs
- to enable proper reporting of what money is spent on and what is achieved with it. Sure Start programmes will involve other, non-Sure Start resources: some will be existing provision and some extra. This could be public spending (for example, from local authorities or the NHS) or private spending (for example, donations from charities). We and individual programmes need to be able to track this and the outcomes of it. This must be done in a way that meets the accounting and reporting requirements of those other bodies too
- to encourage efficiency and effectiveness in achieving Sure Start's aims. This includes the better use of existing resources devoted to children under four and their families
- to be intrinsically linked to the monitoring and evaluation process. Sure Start is based on evidence of what works: information-collection should be built in from the start.

Managing money and programmes

3.6 Local programmes must manage the money and resources they are controlling properly. The responsible board for each will be responsible for setting up and running systems which ensure all decisions are taken after due and proper consideration and all resources are managed in accordance with sound accounting principles which meet the requirements of Government Accounting.

How will we do this?

From day one

3.7 All trailblazer programmes will be based on what is already there. Partnerships should choose one of their members with a robust financial system that meets Government Accounting requirements. We will get money to trailblazer programmes using this. Programmes might otherwise find it disruptive to change to a new financial system for Sure Start at this stage. We will issue guidance on how to make claims and account for money before programmes start operating.

For the future

3.8 For the longer term, we need a structure for financial and managerial purposes that does not rely on pre-existing capacity. In such cases, a programme would need to be a legal body to get Sure Start money, with a responsible board. One option to help such a new programme run its money affairs would be that:

- one of the board's duties would be to appoint a reputable person as the responsible financial manager for the programme
- that person would receive training, organised by the Sure Start Unit, on a specially designed financial and management information system. The system would link the project directly to the Sure Start Unit. It would be used to record all transactions and activities and account for the resources used by the programme. Following training, the system would be supplied free of charge to the local programme
- money for the local programme would be authorised centrally by the Sure Start Unit. It would be accounted for through the new system. Where the local group had a separate legal identity, its governing board would be accountable for the money. If it did not have a separate identity – because, for example, it was part of an Early Years Development and Childcare Partnership or primary care group – then the board would have to nominate one of its constituents as the accountable body.

3.9 But we would need to be sure this kind of system was easy to use and reliable before we rolled it out. We are asking trailblazer programmes to have a key role in this. We shall ask them to test the software, hardware and training. Some may want to move onto the new system quickly and we hope this will be possible.

Funding

You are a charity running a local project that is already providing a range of the services for young children and their families envisaged for Sure Start. You are also in one of the Sure Start trailblazer districts. A meeting of the key people and organisations in your area decides it wants to build on your project and others in the area, to put together a Sure Start programme. Your project is asked to be the local partner (and your charitable aims allow you to do so).

You investigate the added value a Sure Start programme would bring to existing services.

Your project receives most of its existing funding from the local authority's education and social services departments. It also receives lesser amounts from local voluntary donations and from charging for some services.

The Sure Start partnership that you lead is set up and includes the local authority, the local primary care group and the residents' association. The partnership's application to become a trailblazer succeeds and the Sure Start grant is paid via your local authority through your charity to the programme, in line with the plans you submitted.

Your responsible board appoints someone to be in charge of financial management of the partnership. Staff are trained in the Sure Start system and the programme receives a new IT system, with hardware and software, from the Sure Start Unit. Over the next few months, you work closely with the Unit and its advisers to test out the system so it is ready for the next round of programmes.

In time, the system goes live. You use it to receive and account for money from the Sure Start Unit, as well as tracking the progress of the programme.

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Section

Implementing Sure Start

Links with other initiatives

4.1 The Government has a range of initiatives to tackle concentrations of deprivation. The ones with the most significant linkages to Sure Start are set out in Annex C. The Government has put in place arrangements for co-ordinating these. Sure Start programmes must show how they relate to other initiatives in their area: in particular, by building on existing provision, reinforcing the work of other area-based initiatives and linking with other local partnerships.

Management arrangements

4.2 The membership of Sure Start trailblazer partnerships will vary (see Annex B). But all programmes will need management arrangements that provide clear lines of accountability and help to implement their delivery plan.

4.3 Trailblazer partnerships will need to appoint a responsible board to manage the programme. Each board should include local people and parents.

4.4 We suggest each partner organisation should designate a senior management contact who will take responsibility for their organisation's role in implementing the programme. These contacts would identify and resolve difficulties arising within their organisation. Importantly, they would also brief colleagues about the programme, helping bring about wider awareness and cultural change in services for young children and their families.

4.5 Each programme will need a manager to head the programme and be responsible to the board. The manager will need to combine skills and experience of working with families, children and communities (see Section 2) with skills as a leader.

Training

4.6 Everyone working in Sure Start programmes will take part in a common induction programme, which will be devised nationally but run locally. This will cover:

- a general introduction to Sure Start
- understanding of colleagues' areas of work

- knowledge of local facilities and services
- common minimum standards on child safety and child protection policies and procedures which will need to be consistent with the Children Act and the Department of Health's *Working Together* guidance; and safe recruitment policies for paid staff and volunteers, consistent with Home Office guidance *Safe from Harm*
- baseline monitoring and recording of information
- equal opportunities
- confidentiality and exchange of information between agencies, including the Data Protection Acts and the Human Rights Act.

4.7 Staff development will be important in maintaining and improving the quality of services. Programmes should set out their proposals.

Delivery plans

4.8 Once an application has been approved, trailblazer programmes will need to draw up a delivery plan – with the help of the Sure Start expert advisers if they wish – to be agreed with the Sure Start Unit. For programmes which are ready to start straight away, this may take two to six weeks, so partnerships should bear this in mind when writing their applications. Other trailblazer programmes may require a longer lead time to build capacity before starting to deliver Sure Start services.

4.9 The box at the end of this Section gives more detailed information about what a delivery plan should contain. Applicants will need to take into account the issues described below.

Local needs assessment

4.10 Programmes will need to carry out a needs assessment. This has two key elements:

- consulting parents in the area to find out what they need and want. This may include families with older children, to find out what services they found most helpful
- reviewing the current services provided for young children and their families.

The Children's Services Plan, Health Improvement Programme and Early Years Development and Childcare Plan will be important sources of information for this.

Using evidence of 'what works' and focusing on outcomes

4.11 Decisions about the services provided by programmes should be based on existing best practice and – where approaches have been rigorously evaluated – of 'what works' in promoting the development of young children.

4.12 Programmes will need to have a clear focus on the outcomes which Sure Start is designed to achieve – in particular, measurable improvements discussed in Section 5.

4.13 It will also be important to focus on the desired outcomes for families and communities, which will be crucial in achieving the child development outcomes above. Examples might include improvements in:

- parental interest, understanding and involvement in their child's development and learning
- parents' well-being and self-esteem
- community cohesion and organisation.

4.14 Trailblazers will need to develop ways of monitoring the success of their programmes and individual services (including output measures) and feed in to the evaluation strategy for Sure Start as a whole. Good links with services for children aged four and over – and, in particular, the outcome of the Qualification and Curriculum Authority's review of desirable learning outcomes – are important.

Monitoring progress

4.15 Delivery plans which set out the rationale for Sure Start services and their intended targets and milestones will provide the cornerstone for effective implementation.

4.16 Programme monitoring based on a clear delivery plan will provide information and data which can be used by the Sure Start Unit to ensure effective use of public money and evaluate the impact of Sure Start and by programmes to chart their own progress.

Contingency planning

4.17 Programmes are strongly advised to plan contingencies for dealing with the more common problems in implementation. These include:

- loss of key personnel
- issues that could affect the future operation of key services within the Sure Start programme, such as planning permission and statutory planning requirements
- demand for Sure Start services that is either higher or lower than expected.

Timetable

- add value to existing services for young children and their families
- contribute to the overall aims of Sure Start

You need to specify carefully each of the services you plan to provide, regardless of whether they are an additional provision funded by Sure Start or established services funded from existing sources. For each service, your plan should describe:

- the outputs and outcomes anticipated for children, their families and other carers
- what the service will do and how the outputs and outcomes will be achieved
- who will provide it and how they will be trained
- how many children and parents are expected to take part
- how potential participants will be contacted
- how often the service will be provided
- where and when it will happen and for how long.

You will also need to show how the programme will ensure people can get access to specialised services quickly and effectively.

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Inputs and outputs

When you describe the intended inputs and
the short and medium term and milestones
programme should seek to
All involved in the programme should have
indicators

Integration with services for older children

Your plan needs to explain how
out in the Early Years Development and
Health Improvement Programme for the area in partnership. It should cover:

- how parents will receive continuing information and support
  children's health and development
- how parents whose children are aged four and over will have continuing
  access to local services
- how Sure Start funding will be used to make sure four year olds get
  a smooth transition to services for older children.

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Section

Learning from trailblazers

5.1 We want to learn lessons from Sure Start, in terms of what works best at the local level and the benefits for children, families and communities. So monitoring and evaluation will be an important element, both of the strategy as a whole and of individual programmes. Lessons learned will feed back to other Sure Start programmes and the Sure Start Unit.

The role of trailblazers

5.2 We would like trailblazers to pilot the performance monitoring system for Sure Start and to help develop the evaluation strategy. Trailblazers will need to develop robust output and outcome measures that build on information that is already collected locally. These will inform the local evaluation strategy which will be rolled out later in 1999.

5.3 Trailblazers will also be asked to help disseminate good practice through sharing of experiences and working with subsequent Sure Start programmes.

Long-term evaluation strategy

5.4 There will be a large-scale, long-term, national evaluation. Information on this will be set out in operational guidance for programmes. This will assess the effect of Sure Start on:

- services for families and young children in Sure Start areas
- families themselves
- child development (physical, social and emotional) and readiness for school
- long-term outcomes.

5.5 Each programme will be asked to provide monitoring information through the performance-monitoring system.

Performance-monitoring system

5.6 The performance-monitoring system will be introduced at the same time as the financial and management information system and will use the same IT system. It will gather information on:

- progress in implementing local programmes across England

- services offered, costs of provision, take-up rates, charging regimes and revenue (where relevant), basic information about families who take up services, follow-up information about children after they have left the Sure Start programme
- what works and what does not, to be used in self-evaluation to 'learn as we go' and check how well programmes are performing against their own and national Sure Start objectives
- what Sure Start as a whole is buying (inputs) and its effects (outputs)
- the contribution of existing services and changes in co-ordination and effectiveness.

5.7 Delivery plans (see Section 4) will provide a framework for collecting this information, which should include the views of families, including parents who make only brief use of a particular service.

Measuring outputs and outcomes

5.8 Trailblazers will be asked to develop appropriate outcome and output measures for their programmes. It will be important to make the most of existing information and choose measures which are well focused and do not compromise families' privacy or impose unwanted 'assessments' on them. Programmes should also take account of the extent to which new information can be collected easily and cheaply (taking account of the Data Protection Acts and the Human Rights Act).

5.9 Examples of outcome measures might include:

- child health: increased immunisation or breast feeding rates; reductions in preventable injuries, weight abnormalities and tooth decay; improvements in developmental milestones as measured by GPs and health visitors
- social and emotional development: assessments of child development and behavioural tests; subsequent incidence of emotional and behavioural disorders
- ability to learn: accepted measures of child development, language development, measures of subsequent performance at school, truancy
- parental well-being and self-esteem: reductions in post-natal depression, mental health problems, increased employment rates.

5.10 Examples of outputs might include:

- attendance or take-up rates at parent information meetings, parent support groups, drop-in sessions and parentcraft classes
- more parents reading to their children
- more children with access to stimulating play opportunities
- more involvement of fathers in activities with their children
- community and parent involvement: attendance at open meetings and social events, representation on the programme board, events organised or led by parents

- parental interest and involvement: assessments of child-parent interaction
- reduced 'risk factors', such as alcohol or drug abuse, family conflict or stress
- more coherent services with common objectives.

Dissemination of good practice

5.11 Trailblazers will be encouraged to develop networks among themselves and with subsequent programmes. The Sure Start Unit will also organise national conferences and seminars. Government Offices for the Regions and Regional Offices of the NHS Executive, with the support of Social Care regions, will encourage mutual learning and support by facilitating regional and national network arrangements.

Section

Application procedure and timetable

6.1 There are two stages in the application process.

Confirmation of interest

6.2 Applicants must confirm interest by sending the form in this guidance to the Sure Start Unit **by 9 February 1999**. We will not give feedback at this stage but we will acknowledge receipt of the form.

Full applications

6.3 Full applications will not be considered unless a confirmation of interest has been received.

6.4 Full applications must be received by the Sure Start Unit **by 19 March 1999**. These should follow the format set out in this guidance, including the associated table. Applications should be no longer than 30 sides of A4 including annexes. Partnerships will be supported throughout the development of their applications by the Sure Start Unit, regional arms of Government and other advisers.

Confidentiality

6.5 Confirmations of interest and full applications will be regarded as public documents unless applicants make it clear in submitting them that all or part should be regarded as confidential.

How will applications be assessed?

6.6 Applications will be considered against the criteria in this guidance. In some cases, a reduced, or re-profiled, award may be made, either because a particular element of the programme does not meet the required standard or to provide better value for money. You should not inflate the programme's outputs and outcomes as you will be held to these throughout the programme, subject to changes brought about by a reduced, or re-profiled, award or other changes beyond your control.

6.7 Funding will be approved subject to agreement of a delivery plan. Each proposed service will require careful appraisal to ensure value for money. Release of funding for each service will be conditional on completion of satisfactory appraisal as part of the delivery plan. More information on preparation of delivery plans is given in Section 4.

Timetable

19 January 1999	Sure Start Unit issues Guidance for trailblazer applicants (this document)
9 February 1999	Deadline for confirmations of interest to the Sure Start Unit
16 February 1999	Acknowledgement by Sure Start Unit of receipt of confirmations of interest
19 March 1999	Deadline for full applications to Sure Start Unit
April 1999	Trailblazer programmes decided
From April 1999 on	Approved programmes implemented subject to development of agreed delivery plans with Sure Start Unit

Annex

Identifying trailblazer districts

A.1 60 districts – listed in *Sure Start: Making a difference for children and families* – are being invited to take part in the first trailblazer wave of Sure Start programmes. We have identified these because, collectively, they:

- have need
- have existing and varied good practice on which to build
- give a good spread around the country
- give a good spread of types of area
- link with other Government initiatives to tackle areas of deprivation.

Evidence of need

A.2 We have used a modified version of the 1998 Index of Local Deprivation (ILD). The ILD is composed of 12 measures of deprivation. We have boosted this with two extra child-focused indicators: low birthweight and teenage pregnancy.

Capacity

A.3 We want to get the first round of Sure Start programmes up and running quickly. We have considered these in terms of both our knowledge of existing projects that are already delivering aspects of the Sure Start strategy and local initiatives tackling other social problems whose energy could be harnessed in a Sure Start programme.

Ensuring a good geographical spread

A.4 The list is intended to give a fair spread across the English regions.

Ensuring a good spread of different areas

A.5 We want trailblazers in different settings so future programmes can learn from their experience. Districts have been chosen to include, in particular, inner-city, out-of town, rural, coalfield and coastal areas and pockets of deprivation.

Links with other Government programmes

A.6 There are many existing Government programmes aimed at tackling social exclusion. We have chosen some areas with a mix of these initiatives. This will help to provide an integrated approach to tackle multiple deprivation. Some areas have been chosen where there are no other initiatives: this will help us evaluate the effects of Sure Start.

Annex

Possible members of partnerships

Those involved in services for young children and their families

- Early Years Development and Childcare Partnerships
- primary and community healthcare professionals, including health visitors, GPs and midwives
- maintained nursery schools and classes (and their governors)
- private and voluntary sector providers of care and education for young children
- registered childminders
- Early Excellence Centres
- providers of leisure and sports facilities

Those involved in family support

- voluntary and statutory family centres
- parent support groups
- outreach and befriending services

Community representation

- parents
- community groups
- diocesan authorities, parish councils, other faith communities

Other local partnerships

- Single Regeneration Budget
- New Deal for Communities
- Education and Health Action Zones

Statutory bodies

- local authority (including the local education authority and the social services department)
- local health authorities and/or primary care groups or trusts

Jobs and learning

- training and enterprise councils
- providers of family learning, such as further education colleges
- chambers of commerce
- local employers.

This list is not exhaustive: each district will differ.

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Annex

Other linked initiatives

C.1 Sure Start should be seen as a way of helping to achieve objectives in the local Children's Services Plan, Health Improvement Programme, Early Years Development and Childcare Plan, Education Development Plan and Behaviour Support Plan. Having a Sure Start programme in your area may provide an opportunity to revisit existing objectives, enabling service improvements to be made more quickly.

C.2 The initiatives most closely linked to Sure Start are:

- the National Childcare Strategy
- Health Action Zones
- Early Excellence Centres
- Education Action Zones
- Healthy Living Centres
- the Local Government Association New Commitment to Regeneration
- the New Deal for Communities
- Quality Protects
- the Crime Reduction Programme
- Employment Zones
- the Healthy Schools Initiative
- the New Deal for Lone Parents
- the Single Regeneration Budget.

Also relevant are family literacy and lifelong learning, the White Paper *Modern Local Government: in Touch with the People* and the Government's consultation paper *Supporting Families*.

C.3 Applicants can get more advice on these issues from regional contacts and the expert advisers provided by the Sure Start Unit.

Annex

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Confirmation of interest form

Programme title[1]:	
Name of lead organisation[2]:	
Contact name[3]:	Tel: Fax: E-mail:
Contact address:	
Likely or proposed catchment area[4]:	
Proposed partnership details[5]:	Is the partnership already established? **Yes/No**
Outline of existing provision[6]:	
Proposed vision and objectives for the programme[7]:	

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Notes

1 The working title of the proposed programme should be 'Sure Start' followed by the name of the proposed area.

2 The lead organisation responsible for submitting the application. (This does not imply this organisation will necessarily be the accountable body or be in the lead in implementing the programme.)

3 The person responsible for putting the application together and who will be the main point of contact for queries and correspondence.

4 As far as possible, this should be a description of the proposed catchment area and population for the programme including, where appropriate, the name of the catchment area. If more than one area is still under consideration, please provide details for each.

5 As far as possible this should be a list of the partner organisations involved in the application, making clear the extent of commitment for each as follows: NYA – not yet approached; E – endorsed but no firm commitment received yet; CC – commitment confirmed. If the commitment is confirmed, please outline what contribution the partner will make. If the extent of commitment does not fall into any of these categories please provide a description.

6 A brief description of the existing provision for pre-school children in the chosen catchment area, including services provided by other Government initiatives and strategies, such as: Early Years Development and Childcare Plans; Early Excellence Centres; the NHS; social services departments; Children's Services Plans; Health Improvement Programmes; Health and Education Action Zones; Employment Zones; and the Single Regeneration Budget. This need not be comprehensive at this stage: other existing services may be identified before the full application is submitted.

7 Please outline the long-term vision on which the full application will be based, indicating where possible the key problems to be overcome and the broad objectives for the proposed programme. This need be no more than a working draft at this stage.

Format for applications

You can get help with working up applications from Government Offices for the Regions, Regional Offices of the NHS Executive (working with Social Care regions) and expert advisers appointed by the Sure Start Unit. There is a contact list at Annex C. Your application should form the basis of a high-quality programme which can be approved subject to the development of an agreed delivery plan.

The whole application should be on no more than 30 sides of A4 paper. It must include the following sections.

Section A: introduction

Please include a short statement summarising the purpose and context of the application. Say in simple terms what the application will do, the key needs it is intended to address and why and how it will make a difference. Set out the mission statement, if there is one. Refer to the wider, linked initiatives. The catchment area should be clearly identified.

Say which organisation is the lead partner in submitting the application and who are the other partners; please include a contact name and address and telephone and fax numbers. The application should be signed by all partners listed to show that they are committed.

Key standards

- *Is the purpose of the application, including the needs it will address, clear?*
- *Is the catchment area for the application clearly specified?*
- *Is it clear which organisation is in the lead in submitting the application?*
- *Have all the partners signed the statement confirming their commitment?*

Section B: objectives and content of the application

State the strategic objectives of the application, how they translate into action (services) – including training and capacity building – and what impact the application will have on services, families and the local community. The objectives should relate clearly to key elements and services proposed in the application.

Show how the key principles of Sure Start are met by the programme. State especially how all local families, including those with special needs and cultural and ethnic minorities, will be supported and involved in the programme.

Set out the baseline information to be used in assessing the impact of the programme (for example, access of local families to existing services, indicators of child development and readiness for school), and the measures which can be used to judge success, ideally in a table. If baseline information is incomplete and/or out of date, include proposals for improving the information later. This will help us in developing the monitoring and evaluation strategy for Sure Start as a whole.

Describe the arrangements for recruiting and training staff, including arrangements for vetting staff to make sure they are fit to work with children.

Describe how the programme will link to other services, including specialised services, and ensure referrals will work well.

Key standards

- *Does the application describe a long-term strategy?*
- *How clearly described is the relationship between the strategic objectives, services, baselines and outcomes?*
- *Are the core services described in the guidance covered in the application?*
- *How appropriate are the services (core and other) described in the application? Will they meet identified local needs?*
- *Does the application show how each of the key principles will be met?*
- *How good are the arrangements for recruitment and training of staff, including child protection arrangements?*
- *How good are the links with and referrals to and from other services, including specialised services?*

Section C: the partnership

Describe the members and structure of the partnership and, where appropriate, the experience and track record of the partnership and partners. Explain the role of each partner in delivering the programme, including the skills they will bring to the partnership.

Set out how the community from the catchment area is represented on the partnership, including arrangements for involving parents.

Describe the financial accountability systems which will be put in place to secure propriety and regularity in the handling of public funds.

Key standards

- *Are the partners clearly identified?*
- *Is the local community adequately represented? Will parents be fully involved?*
- *Does the proposed partnership include the skills required to deliver the services proposed?*

- *How appropriate and comprehensive is the management and accountability framework described in the application?*
- *How good are the contributions from each partner?*

Section D: catchment area

Describe in more detail the catchment area and population for the application. Describe the context of the application including its relationship to the wider area. If you are proposing to build or develop buildings, also describe the environmental impact on the catchment area and the extent to which your plan will promote sustainable development.

Include clear indicators and evidence of local need and demonstrate effective consultation with the wider community and other stakeholders (such as schools and GPs). Evidence of need should be linked to the services proposed, though further consultation – particularly with parents – will be necessary in deciding further details of services to be delivered and how. Also include a description of how these indicators will change as a result of the proposed programme, linked to baselines.

Key standards

- *Has the catchment area been clearly defined and does it make local sense?*
- *Is there clear evidence of local need in the catchment area and how robust is the analysis?*
- *To what extent does the application demonstrate consultation with the wider community and other stakeholders (schools, GPs and so on)?*
- *How satisfactorily does the application describe the environmental impact of the application including the extent to which it promotes sustainable development?*

Section E: linkages and funding

Show how your programme will link with and add value with other national and local initiatives.

Explain why the programme depends on Sure Start funding; what proportion of the programme (including reorienting local services) would go ahead without it; and how the programme will involve the private sector, voluntary and community sectors and volunteers. Set out clearly the contributions of all partners including existing services, premises, expertise and funding and how existing services will be improved as a result of Sure Start.

This section should include Table 1 (attached), which sets out all the programme's resources.

Key standards

- *How clear are the links to related initiatives, programmes and strategies?*
- *Does the application show clearly the value added by Sure Start funding?*
- *How clearly are the resources for the programme set out in Table 1 and how appropriate are the contributions of all the partners?*

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Section F: delivery, monitoring and evaluation

Describe how the delivery plan will be developed from the application; give an indication of the timescale envisaged. Set out the management arrangements for the programme, including who in each of the partner organisations is responsible for ensuring the programme is delivered properly.

Describe how the detailed needs assessment will be undertaken in the local area. Set out longer-term arrangements for monitoring progress and self-evaluation and the networking and dissemination arrangements.

Key standards

- *How satisfactorily does the application describe the arrangements for developing the delivery plan, including the timescales?*
- *How satisfactorily does the application describe the management arrangements for the programme?*
- *How clear are the plans for the local needs assessment?*
- *Are there clear plans for monitoring and regular self-evaluation?*
- *How appropriate and effective are the networking and dissemination arrangements described in the application?*

Section G: risk and realism

Set out how the proposals can be delivered in the timescale and funding profile; the risks involved; and the contingency plans for dealing with these. If risks are substantial, it should show whether they are justified by high outputs and outcomes.

Show whether non-Sure Start funding – including existing services – is assured and for how long; the status of the financial commitment of the partners and other contributors; to what extent the application depends on factors outside partners' control (for example, major decisions by a third party); and why the timescale and funding are appropriate.

Key standards

- *Are the risks realistically identified? Are there good contingency plans for dealing with them?*
- *Is the funding profile realistic in the light of the services proposed in the application?*
- *Is the proposal deliverable in the timescale envisaged?*
- *How dependent is the application as a whole on factors outside the control of the partners and are these risks justified by the potential impact?*

Section H: priorities

Identify the priorities in the application and the scope for modifying it to take account of changed circumstances including effects on the outcomes. In particular, prioritise the different services and state which elements are interdependent. Indicate how the application could be scaled up or down and whether expenditure could be deferred or brought forward without damaging the viability of the programme or value for money.

Key standards

- *How convincing is the order of priorities outlined in the application, including the description of how certain elements are inter-dependent?*
- *How effectively does the application indicate the scope for scaling it up or down and for altering the funding profile?*
- *How clearly does the application describe the effect of changes in the funding (amount or profile) on the outcomes?*

Section I: forward strategy

Describe the arrangements for continuing the provision of services after Sure Start funding ends, possibly using a different approach. This should include an indication of whether the programme will be self-sustaining or will require funding from other sources and if so to what extent.

Key standards

- *How realistic is the forward strategy, including the envisaged funding arrangements after the end of Sure Start funding?*

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Table 1: Resource profile[1]

Breakdown of funding[2]	**Brief description of in-kind contributions**	**Year 1 £000**	**Year 2 £000**	**Year 3 £000**	**On-going annual expenditure**
Sure Start					
Capital[3]					
Revenue					
Sure Start sub-total					
Contributions (cash or in kind[4]) from non-public sector contributors					
For example: Local businesses Voluntary sector Churches TEC (private)					
Non-public sector sub-total					
Contributions (cash or in kind[4]) from other public sector contributors (including non-exchequer)					
For example: Local Authority Local Health Authority Local Education Authority Local NHS Trust Local GP practice National Lottery TEC (public) European funds Other Government initiatives					
Other public sector sub-total					
Grand total					

[1] The table should include resources that are already devoted to existing services which will be involved in Sure Start. These should be clearly distinguished from *additional* resources which will be contributed to the local Sure Start programme.

[2] Showing funding for each year of the programme beyond three years, if appropriate.

[3] If capital spending extends beyond year three, please indicate total amount.

[4] Contributions in kind should be expressed in cash terms – for example the secondment of staff should be converted to salary costs. A brief description of each in kind contribution should also be provided.

Notes

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